United Nations A/62/701/Add.1

General Assembly

Distr.: General
26 February 2008

Original: English

Sixty-second session
Agenda items 126 and 128

Review of the efficiency of the administrative and financial functioning of the United Nations

Programme budget for the biennium 2008-2009

Revised estimates relating to the programme budget for the biennium 2008-2009 under sections 28A, 28D, 29 and 35, related to the accountability framework, enterprise risk management and internal control framework, and results-based management framework

Report of the Secretary-General

Contents

		Paragraphs	Page
I.	Overview	1–10	2
II.	Summary of resource implications	11–12	4
III.	Section 28A. Office of the Under-Secretary-General for Management	13–46	5
IV.	Section 28D. Office of Central Support Services	47–49	16
V.	Section 29. Internal oversight	50	17
VI.	Section 35. Staff assessment	51	19
VII.	Actions required of the General Assembly	52–53	19
Annexes			
I.	Organizational structure and post distribution of the Office of the Under-Secretary-General for Management for the biennium 2008-2009		20
II.	Organizational structure and post distribution of the Division for Accountability and Results Management		21

08-25252 (E) 060308

I. Overview

1. Pursuant to General Assembly resolution 61/245, the Secretary-General has submitted his report on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701). That report details the establishment of a dedicated capacity within the Department of Management responsible for advising, supporting and monitoring departments to ensure the complete implementation of results-based management as well as for gathering and reporting on critical performance information on which decisions regarding accountability can be made.

2. In addition, the report (A/62/701) sets out the concept of an integrated framework for enterprise risk management and internal control that takes a systematic and holistic approach to proactively identify, assess, evaluate, prioritize, manage and control risk across the Organization in order to increase the likelihood of achieving objectives and proposes a pilot project to develop standards and guidelines for Secretariat-wide application of enterprise risk management.

3. Should the General Assembly endorse these proposals on the accountability framework, enterprise risk management and internal control framework, and results-based management framework, additional resource requirements and organizational changes would be required, as detailed in the present report.

4. In order to effectively enable the Organization to become more results-oriented, rather than to focus merely on compliance, to more effectively monitor performance, especially that of senior managers, and to strengthen oversight support in the light of the increased number of recommendations of the Internal Audit and Investigation Divisions of the Office of Internal Oversight Services (OIOS), it is proposed to establish within the Office of the Under-Secretary-General for Management a new Division for Accountability and Results Management, which would replace the Office for Policy, Analysis and Oversight Support, as explained in paragraphs 6 and 7 below. The proposed new Division would comprise three sections: a Results Management Section, a Performance Management Section and an Oversight Support Section, as well as a pilot project on enterprise risk management (see section III of the present addendum).

5. The new Division would be charged with meeting the challenge of driving the results-based management approach and of improving accountability throughout the Secretariat. To that end, it would be responsible for advising, supporting and monitoring departments to ensure full implementation of results-based management, i.e., beginning with the strategic planning phase and ending the cycle with the reporting of results to Member States. While the staff of the Division would not monitor or evaluate programmes themselves, they would provide support to departments and offices for monitoring and self-evaluating and would be responsible for setting standards and policies, training and knowledge-sharing. In addition, the Division, in order to enhance accountability of senior managers, would be responsible for the standardization and monitoring of all delegations of authority by the Secretary-General through his senior managers to line managers and staff, as well as for strengthening the review of recommendations of oversight bodies and finding solutions to systemic problems. Acting also as the secretariat of the Management Performance Board and the new Accountability for Results Working Group would allow for monitoring on a regular basis progress towards results,

identifying systemic or other challenges to success and, when necessary, raising issues for high-level action. The pilot project on enterprise risk management, which would begin to establish and communicate standards and guidelines and would develop an action plan for enterprise risk management across the Secretariat, would be one of the principal responsibilities of the Division.

6. Currently, management functions described under subprogramme 1, Management services, of section 28A of the programme budget for the biennium 2008-2009 (A/62/6 (sect. 28A and Corr.1)), are implemented by the Office for Policy, Analysis and Oversight Support. The main existing functions of the Office are to increase managerial accountability; to simplify and strengthen administrative processes and to improve programme delivery throughout the Organization; to facilitate interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and OIOS); to review their findings and recommendations and follow up on the status of their implementation as well as to introduce improved processes for executive management and ensure that remedial action taken by management is reported promptly to the oversight bodies.

7. With the establishment of the new Division for Accountability and Results Management, it is proposed that the current functions assigned to the Office for Policy, Analysis and Oversight Support be carried out by the new Division, together with the expanded functions related to the accountability framework, enterprise risk management and internal control framework, and results-based management framework, proposed in the main part of the present report (A/62/701).

8. The Office for Policy, Analysis and Oversight Support was originally staffed with eight regular budget posts, including a Chief of the Office at the D-1 level, 4 P-5 and 3 General Service (Other level) posts, as well as one P-3 post funded through extrabudgetary resources. With the transfer of the management consulting function from OIOS to the Office of the Under-Secretary-General for Management, as approved by the General Assembly in its resolution 61/275, one P-5 post from the Office for Policy, Analysis and Oversight Support was recently assigned to the newly established Management Support Service. Consequently, the current resources of the Office for Policy, Analysis and Oversight Support of 7 regular budget posts (1 D-1 level, 3 P-5 and 3 General Service (Other level)) as well as one extrabudgetary P-3 post, would form part of the resource requirements of the new Division.

9. It will be recalled that, in its resolution 61/275, the General Assembly approved the transfer of four regular budget posts of the Management Consulting Section of OIOS. Two posts funded under the support account for peacekeeping activities were also transferred in the context of the support account budget. The Management Support Service of the Department of Management, strengthened through the internally redeployed P-5 post, will play a key role in the promotion of good management practices across the Secretariat and the introduction of new administrative policies, processes and procedures, as well as for monitoring, assessment and reporting on the impact of management reform implementation in the areas of human resources management, procurement, enterprise resource planning and the establishment of the International Public Sector Accounting Standards.

10. As a result of the organizational changes described above, the proposed new Division for Accountability and Results Management would comprise the following:

(a) Eight existing posts from the former Office for Policy, Analysis and Oversight Support (7 regular budget (1 D-1, 3 P-5 and 3 General Service (Other level)) and 1 P-3 extrabudgetary);

(b) Thirteen additional posts (10 new regular budget posts (1 D-2, 1 P-5, 2 P-4, 3 P-3 and 3 General Service (Other level)), 2 regular budget posts redeployed from OIOS (1 P-4 and 1 General Service (Principal level)), and 1 new post at the P-3 level to be proposed and financed in the context of the support account for peacekeeping activities.

II. Summary of resource implications

11. The resulting implications of the proposal of the Secretary-General, including post and non-post resources amounting to $3,008,600 gross ($2,682,500 net), are required for the biennium 2008-2009 and are detailed in tables 1 and 2. This would affect section 28A, Office of the Under-Secretary-General for Management; section 28D, Office of Central Support Services, for related non-post requirements owing to the proposed staff increases; section 29, Internal oversight; and section 35, Staff assessment.

12. All new posts reflected in the present report are proposed to be effective 1 July 2008. As recommended by the Advisory Committee on Administrative and Budgetary Questions in paragraph 20 of its first report on the proposed programme budget for the biennium 2008-2009 (A/62/7), the additional requirements for the full costing of the proposed 10 new posts in the biennium 2010-2011 are currently estimated at $1,814,300 under section 28A, Office of the Under-Secretary-General for Management ($1,568,700), and section 35, Staff assessment ($245,600).

Table 1
Additional resource requirements by section (regular budget)

	Resources (thousands of United States dollars)			*Posts*		
Section	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
28A. Office of the Under-Secretary-General for Management	15 002.5	2 629.5	17 632.0	51	12	63
28D. Office of Central Support Services	236 300.1	445.7	236 745.8	456	—	456
29. Internal oversight	35 997.7	(392.7)	35 605.0	114	(2)	112
35. Staff assessment	461 366.0	326.1	461 692.1	—	—	—
Total	**748 666.3**	**3 008.6**	**751 674.9**	**621**	**10**	**631**

Table 2
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*Resources*		
	Initial appropriation 2008-2009	*Change*	*Revised estimate 2008-2009*
Posts	130 875.0	1 173.2	132 048.2
Other staff costs	6 117.3	862.2	6 979.5
Consultants and experts	2 380.9	35.0	2 415.9
Travel of staff	3 028.9	74.0	3 102.9
Contractual services	24 491.5	—	24 491.5
General operating expenses	111 398.9	434.4	111 833.3
Hospitality	12.9	—	12.9
Supplies and materials	3 485.1	11.0	3 496.1
Furniture and equipment	5 500.9	92.7	5 593.6
Grants and contributions	8.9	—	8.9
Other	461 366.0	326.1	461 692.1
Total	**748 666.3**	**3 008.6**	**751 674.9**

III. Section 28A. Office of the Under-Secretary-General for Management

Additional resource requirements: $2,629,500

Table 3
Requirements by component and source of funds (regular budget)

Component	*Resources (thousands of United States dollars)*			*Posts*		
	Initial appropriation 2008-2009	*Change*	*Revised estimate 2008-2009*	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
A. Executive direction and management	2 483.7	—	2 483.7	7	—	7
B. Programme of work						
1. Management services	4 894.0	2 629.5	7 523.5	16	12	28
2. Administration of justice	2 315.8	—	2 315.8	6	—	6

Component	Resources (thousands of United States dollars)			Posts		
	Initial appropriation 2008-2009	*Change*	*Revised estimate 2008-2009*	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
3. Services to the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	1 390.4	—	1 390.4	5	—	5
C. Programme support	3 918.6	—	3 918.6	17	—	17
Total	**15 002.5**	**2 629.5**	**17 632.0**	**51**	**12**	**63**

Table 4
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	Resources		
	Initial appropriation 2008-2009	*Change*	*Revised estimate 2008-2009*
Posts	13 499.7	1 565.9	15 065.6
Other staff costs	721.2	862.2	1 583.4
Consultants and experts	60.5	35.0	95.5
Travel of staff	65.1	74.0	139.1
Contractual services	201.9	—	201.9
General operating expenses	328.8	59.4	388.2
Hospitality	0.8	—	0.8
Supplies and materials	33.4	11.0	44.4
Furniture and equipment	91.1	22.0	113.1
Total	**15 002.5**	**2 629.5**	**17 632.0**

Table 5
Additional post requirements

Category	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
Professional and above			
USG	1	—	1
D-2	2	1	3
D-1	4	—	4
P-5	9	1	10
P-4/3	7	6	13

Category	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
P-2/1	1	—	1
Subtotal	**24**	**8**	**32**
General Service			
Principal level	4	1	5
Other level	23	3	26
Subtotal	**27**	**4**	**31**
Total	**51**	**12**	**63**

13. The resource change is attributable to the proposed establishment of 10 new posts for the new Division for Accountability and Results Management (1 D-2, 1 P-5, 2 P-4, 3 P-3 and 3 General Service (Other level)) and the transfer of one P-4 post and one General Service (Principal level) post from OIOS as well as non-post resource requirements for travel of staff, consultants, general operating expenses, supplies and materials and furniture and equipment. Additional post and non-post resource requirements are detailed below under (a) and (b) respectively.

(a) Additional post requirements

14. The proposed new Division for Accountability and Results Management would comprise three sections: a Results Management Section, a Performance Management Section and an Oversight Support Section, as well as a pilot project on enterprise risk management. Annex I shows the revised organizational structure for the Office of the Under-Secretary-General for Management, while annex II shows in detail the organizational structure of the proposed Division.

15. The Division would be headed by a new Director at the D-2 level who would be responsible for promoting the necessary change required to implement the shift in culture from a focus on compliance to results-orientation. The incumbent would be an important liaison with the Office of the Secretary-General and the senior management to drive the management shift throughout the Secretariat. The incumbent would also be required to develop close collaboration with the United Nations System Chief Executives Board for Coordination (CEB), the heads of departments, oversight bodies and Member States on all aspects of results, the accountability architecture and the pilot project on risk management. In addition, the responsibilities would include overseeing support to departments to ensure the complete implementation of results-based management. With regard to the work related to the Management Performance Board and its new Accountability for Results Working Group, the incumbent would be responsible for establishing mechanisms for coordinating, gathering, analysing and reporting on performance information, when necessary and as required for the Board itself. In addition, the incumbent would report on audit recommendations that identify systemic problems that require the attention of senior management. The proposed D-2 post would be supported by a new General Service (Other level) post, which would perform administrative functions.

16. To oversee the functions of the three sections, the incumbent of the D-2 post would be assisted by an existing D-1. Under the proposed new Division, the incumbent would be responsible for the coordination of responses to the oversight recommendations and for analysing those that were of a systemic nature and those that had been identified as material weaknesses and ensuring that remediation plans were developed. He or she would also be responsible for the preparation of reports to the Management Performance Board and to the Management Committee. Other functions include coordination of the self-evaluation activities of the Department of Management, administration of the Department's biennial client satisfaction survey, coordination, monitoring of and reporting on progress related to the senior managers' compacts and servicing the Management Performance Board. The incumbent of the D-1 post would have the additional responsibility of coordinating with departments and offices in order to monitor and report on various key aspects of performance, including programmatic, financial and human resources management. The additional functions would include direction for the implementation of the results-based management framework; provision of expert advice and guidance on results-orientation, accountability and risk management; and overseeing periodic reviews of all aspects of implementation of the results-based management framework, results-based budgeting procedures and organization systems.

(i) Results Management Section

17. In order to respond to the concerns expressed by Member States, oversight bodies and staff at large about the need for effective implementation of results-based management and taking into account the findings of the review on results-based management, as summarized in the main part of the present report (A/62/701), it is crucial that a dedicated capacity be established for moving the Organization forward to be more results-oriented. Instead of addressing key issues for better management of programmes and staff in a piecemeal and intermittent manner, the dedicated capacity would develop an integrated and comprehensive system for results-based management, reflective of the results-based management framework, which comprises the five principles and action plans described in the main part of the present report.

18. The establishment of a new Results Management Section would strengthen the capacity of the Department of Management and enable it to meet its stated objectives to improve management and administrative services, to implement the results-based management framework and to provide professional support for monitoring and self-evaluation activities Secretariat-wide.

19. As indicated in the main part of the present report, the monitoring (including the preparation of the biennial programme performance report) and self-evaluation functions that were previously undertaken by OIOS, would be transferred to the Results Management Section. In accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) and the Secretary-General's bulletin on the organization of OIOS (ST/SGB/2002/7), those activities would include: (a) substantive servicing of the Committee for Programme and Coordination on monitoring and self-evaluation issues; (b) preparation of the biennial programme performance report; (c) maintenance of the network of programme performance focal points; (d) enhancement of the

programme performance website; (e) enhancement/replacement of the Integrated Monitoring and Documentation Information System; (f) advisory services; (g) training and the sharing of knowledge on best practices in monitoring and self-evaluation activities undertaken by all departments of the United Nations; (h) methodological support to self-evaluation activities; and (i) support to results-based management, as well as proposed actions listed in the annex to the OIOS report on the strengthening and monitoring of programme performance and evaluation (A/60/73). Monitoring and self-evaluation functions are essential components of a robust results-based management system, providing key information to programme managers for their work in managing programmes and staff in an efficient and effective manner.

20. The Results Management Section would comprise a total of eight posts, as follows:

(a) Five new regular budget posts (1 P-5, 1 P-4, 2 P-3 and 1 General Service (Other level));

(b) Two regular budget posts to be transferred from OIOS (1 P-4 and 1 General Service (Principal level));

(c) One P-3 post to be funded from the support account for peacekeeping activities.

21. The Section would be headed by a new P-5 post, which would be the focal point for results-based management issues and responsible for providing professional guidance and support to programme managers to ensure implementation of results management, in the context of the results-based management framework. The incumbent would (a) develop, maintain and update standards, policies and procedures for results-based management, including the Regulations and Rules Governing Programme Planning; (b) support the Office of Programme Planning, Budget and Accounts with respect to the preparation of the biennial strategic framework; (c) support the Department of Field Support in the formulation and implementation of the strategic framework for peacekeeping operations; (d) coordinate and standardize guidelines and training materials to ensure a cohesive approach to results-based management concepts throughout the Organization; (e) conduct training; (f) coordinate with the United Nations Evaluation Group and CEB; (g) liaise with and report to Member States; and (h) supervise the monitoring and self-evaluation functions proposed to be transferred from OIOS.

22. To support implementation of the results-based management framework, one new P-3 post is proposed to be established to ensure knowledge-sharing of results-based management best practices and other results-based management tools, including development of a website for community of practice for results-based management that would include relevant information on all aspects of results-based management. The new P-3 post would also assist in the preparation of training materials as well as in the conduct of training; organize training workshops and prepare information materials on results-based management and oversee the status and progress of results-based management in the Secretariat.

23. In addition, one new General Service (Other level) post would provide administrative support to the Section, including, inter alia, logistical arrangements

for training workshops and briefings, preparing training kits and distributing information on issues related to results-based management.

24. With respect to the practice of incumbent in peacekeeping operations, a new P-3 post would be sought under the support account for peacekeeping activities for the period from 1 July 2008 to 30 June 2009. The incumbent would coordinate with the Office of Programme Planning, Budget and Accounts and the Department of Field Support to ensure harmonization of results-based management concepts and policies, including consistency in the formulation of logical frameworks (logframes), the collection of data for measuring results and reporting thereon. The incumbent would also assist in the preparation of training materials and the conduct of training on results-based management.

25. With respect to the resources related to the transfer of functions from OIOS (para. 19 above), 1 P-4 post and 1 General Service (Principal level) post would be transferred to the Results Management Section for monitoring, including the preparation of the programme performance report. The implementation of self-evaluation functions would require the establishment of two new posts (1 P-4 and 1 P-3).

26. The new P-4 post would provide support to departments and offices in their conduct of self-evaluation exercises, pursuant to their evaluation plans, including the conduct of training on a regular basis, with particular reference to data collection and analysis of findings, feeding back into the planning and budgeting cycles and using findings as part of results-based management, updating training materials and guidelines, and sharing knowledge on best practices. The new P-3 post would ensure that the evaluation plans of departments and offices were closely monitored to ensure implementation; provide support to their conduct of self-evaluation, ensuring linkage with the results-based management exercise and feedback into planning and budgeting cycles; assist in training workshops, coordinate the development of all aspects of information technology requirements for monitoring and self-evaluation Secretariat-wide, including questionnaire templates; and provide information technology support to the website for evaluation practitioners, including the knowledge-management system, in support of all aspects of results-based management.

(ii) Performance Management Section

27. The Performance Management Section would be responsible for coordinating, monitoring and regularly reporting on progress related to the annual compacts of senior managers. In this connection, the Section would serve as the secretariat of the Management Performance Board and would analyse performance-related information from individual departments and offices that would serve as a basis for decisions regarding accountability. It would also be responsible for working with the Office of Human Resources Management to ensure that the Secretariat's performance management mechanisms, such as e-PAS, are strengthened, thereby strengthening the accountability framework as it relates to individual staff members. Responsibilities would also include monitoring of delegations of authority Secretariat-wide. The Section would be responsible for coordinating the self-evaluation activities of the Department of Management, including the annual performance compact of the Under-Secretary-General for Management and the Department's biennial client satisfaction survey. It would also work with offices

within the Department to develop self-evaluation plans and schedules that reflect high-priority areas of programmatic activity.

28. The Performance Management Section would comprise a total of five posts, as follows:

(a) Four existing regular budget posts (2 P-5 and 2 General Service (Other level));

(b) One new regular budget post (P-3).

29. Current responsibilities related to performance monitoring would be performed by two P-5 staff members with the support of two General Service (Other level) staff members. These duties include serving as the secretariat of the Management Performance Board; coordinating the annual compact exercise for senior managers; coordinating the self-evaluation activities of the Department of Management as well as administering the Department's biennial client satisfaction survey. The existing capacity is also currently responsible for coordinating the Secretariat's support to the ongoing mandate review exercise of the General Assembly.

30. One new P-3 post is proposed for the Performance Management Section to carry out the proposed new activities, consisting of monitoring delegations of authority and supporting the new sub-group of the Management Performance Board, including the coordination of the monitoring and reporting by all departments and offices on various key aspects of performance (programmatic, financial and human resources management). The incumbent would also be responsible for developing and administering an electronic tracking system for recording and monitoring all delegations of authority under the responsibility of the Department of Management. The monitoring would be proactive, that is, it would seek and solve problems, and if necessary limit or propose additional authorities, including the determination of level and scope of such delegations, in a proactive manner.

31. In addition, the incumbent would assist in expanding and strengthening the Department's internal self-evaluation and monitoring activities as well as its coordination of Secretariat support to the mandate review exercise of the General Assembly.

(iii) Oversight Support Section

32. The Oversight Support Section would be responsible for coordinating the Secretariat's response to reports of oversight body, monitoring and reporting on the implementation of recommendations contained therein and reporting issues of a systemic nature or those requiring special attention by senior management and/or the Management Committee.

33. The Section would comprise a total of five posts, as follows:

(a) Two existing regular budget posts (1 P-5 and 1 General Service (Other level));

(b) Two new regular budget posts (1 P-4 and 1 General Service (Other level));

(c) One existing extrabudgetary post at the P-3 level.

34. Current functions related to oversight support are performed by one P-5 staff member with the support of one General Service (Other level) post and one P-3 post funded from extrabudgetary resources. The main responsibilities of the P-5 incumbent include the review of reports of oversight bodies to identify major recommendations and findings that need to be brought to the attention of senior management and the Management Committee. The incumbent liaises with the oversight bodies, funds and programmes, and programme managers and prepares reports to the General Assembly responding to Joint Inspection Unit and OIOS reports and on the status of implementation of recommendations of the Board of Auditors; and reviews responses to draft reports of oversight bodies (Board of Auditors, OIOS and Joint Inspection Unit). The incumbent also supervises the preparation of status reports that enable the Management Committee to review the implementation of oversight body recommendations. In addition advice is provided on management reform initiatives, particularly those related to strengthening oversight and accountability, and recommendations are made to the Under-Secretary-General for Management regarding decisions on requests for exceptions to the standards of accommodation for air travel.

35. The current functions of the existing P-3 post include the preparation of status updates on the implementation of recommendations of oversight bodies, particularly those addressed to the Department of Management. In this connection the incumbent facilitates the verification process and compiles and analyses the related status information. The P-3 incumbent is responsible for preparing updates for the Management Committee's review of oversight body reports and recommendations, and ensures that accepted recommendations are followed up and implemented in a timely manner. Responsibilities also include assisting in preparing reports on implementation of recommendations to legislative bodies, and responses to reports of oversight bodies. In addition, the incumbent is responsible for the preparation of the Secretary-General's biennial report on exceptions to the standards of accommodation for air travel.

36. It should be noted that as a result of the expansion of oversight activities,[1] the number of recommendations of OIOS and the Board of Auditors has roughly doubled, thereby significantly increasing the workload of the Section. In addition, the number of investigations has also increased resulting in more recommendations being reviewed by the Section. In order to improve the quality of analysis of recommendations of oversight bodies and to strengthen the monitoring of their implementation, the addition of one new post at the P-4 level is proposed.

37. The new P-4 incumbent would assist the P-5 in reviewing all oversight body reports, on the basis of the risk registry that is currently under development, to systematically identify findings and recommendations that need to be given high priority; provide analytical reports to senior managers; and facilitate the development and implementation of remediation plans. An additional function to be performed by this position would be the central review and analysis of investigation reports to identify systemic and internal control weaknesses that need to be addressed by management, and to ensure that remedial action is being taken. The P-4 would also assist in responding to requests from the secretariat of the

[1] The report of the Board of Auditors on the biennium 2002-2003 contained 74 recommendations and for 2004-2005 it contained 177 recommendations. OIOS issued 1,061 recommendations during the year from 1 July 2003 to 30 June 2004 and 1,792 for year 2006/07.

Independent Audit Advisory Committee, as required. In addition, the incumbent would be responsible for the maintenance of tracking databases that enable timely follow-up of the implementation of recommendations against benchmarks, and the annual and half-yearly status updates that are prepared for the oversight bodies.

38. The existing General Service (Other level) staff member is currently supporting all work assignments. However, the primary function includes the maintenance of databases on audit recommendations and travel requests, as well as other control systems. In addition, the incumbent has been providing other administrative support, thus potentially jeopardizing the integrity and maintenance of databases. Therefore, an additional General Service (Other level) post is proposed to ensure that both general administrative support and data management functions are carried out effectively and in a timely manner.

(iv) Pilot project on enterprise risk management

39. No established posts are requested for the establishment of the pilot project group that would be working to strengthen the Secretariat's risk management, as detailed in the conclusions to the main part of the present report (A/62/701, sect. VI). The requirements would be met through non-recurrent general temporary assistance provisions, as detailed below. To ensure better coordination with duty stations away from Headquarters in implementing action plans related to risk management, a provision of $20,000 is also proposed for travel.

(b) Additional non-post requirements

Other staff costs

40. Additional estimated requirements of $862,200 would provide for general temporary assistance in connection with the proposed pilot project for enterprise risk management for the elaboration of an action plan for the establishment and communication of standards and guidelines for risk-management across the Secretariat. This provision would cover the hiring of specialized services such as the equivalent of one P-5, one P-4, one P-3 and one General Service (Other level) for 18 months. This would allow sufficient time and resources to further develop enterprise risk management concepts and to propose strategies for recommending further steps for achieving a full enterprise risk management system for the Organization.

Travel of staff

41. An additional amount of $74,000 for travel is proposed (a) to ensure that offices away from Headquarters become fully familiar with and skilled in the elements for promoting a culture of results ($27,000); (b) to conduct training in monitoring and self-evaluation ($27,000); and (c) for facilitating the implementation of action plans in duty stations away from Headquarters in connection with the pilot project on enterprise risk management ($20,000).

Consultants and experts

42. Additional requirements of $35,000 are requested for consultancy services to provide expertise not available in different areas including (a) the development of training materials, information systems for knowledge sharing and the creation of a website to facilitate a community of practice in results-based management and

(b) the enhancement of monitoring and self-evaluation activities, particularly in connection with the assessment of the effectiveness or modification of the Integrated Monitoring and Documentation Information System.

General operating expenses

43. The additional provision of $59,400 directly relates to staffing changes to strengthen the accountability and results-based management framework. These standard provisions would address operating needs, consisting of communications, including telephone, facsimile, pouch and postage charges ($33,000), and the maintenance of office automation equipment ($26,400).

Supplies and materials

44. Additional requirements of $11,000 directly relate to the proposed staffing adjustments required to strengthen the accountability and results-based management framework and would provide for office supplies and materials requirements based on standard common services cost.

Furniture and equipment

45. Additional provisions of $22,000 directly relate to the acquisition of office equipment in connection with the proposed staffing adjustments to strengthen the accountability and results-based management framework.

(c) Modifications required in the programme of work and the programme budget for the biennium 2008-2009

46. The programme narrative, expected accomplishments, indicators of achievement and outputs for section 28A, Office of the Under-Secretary-General for Management (A/62/6 (Sect. 28A) and Corr.1), would be modified as follows:

Table 28A.9

Expected accomplishments of the Secretariat

Add a new expected accomplishment as follows:

"(f) Increased understanding by staff and managers of the Organization's expected and achieved results"

Indicators of achievement

Add a new indicator of achievement as follows:

"(f) Increased percentage of staff who have completed training on results-based management"

Outputs

Add the following to paragraph 28A.24 (a) (ii):

"biennial programme performance report; biennial report on implementation of the results-based management framework, including information on monitoring and self-evaluation activities;"

Add the following to paragraph 28A.24:

"(b) (xii) Support for further implementation of results-based management, including enhancement of standards, policies, procedures and methodology; implementation of training strategy; conduct of training; knowledge sharing; and the results-based management website;

"(b) (xiii) Advisory services and coordination of the assessment of the contribution and influence of organizational units to results; assistance to the Office of Programme Planning, Budget and Accounts and departments in preparation of the biennial strategic framework;

"(b) (xiv) Advisory services and training for monitoring and self-evaluation of the activities of the Organization, including use of lessons learned and application of best practices; and enhancement of the Integrated Monitoring and Documentation Information System;

"(b) (xv) Monitoring the implementation of General Assembly resolutions and oversight recommendations relating to programme performance and evaluation and facilitating implementation thereof, including the application of lessons learned;

"(b) (xvi) Implementing the outputs transferred from OIOS (see A/62/6 (sect. 29), annex): maintenance and expansion of the programme performance website; maintenance of a network of programme performance focal points; monitoring enhancement of the Integrated Monitoring and Documentation Information System; support for the further implementation of results-based management, including methodological enhancements; periodic monitoring of programme implementation and results under all programme budget sections and feedback to programme managers; assistance in strengthening monitoring and programme performance assessment efforts to support the implementation of results-based management, including guidelines, advisory notes, training and the sharing of knowledge on best practices and in other areas; guidance and training on participatory evaluation techniques; management reviews: monitoring the implementation of recommendations; change management support for programme managers to implement reform objectives; identification of areas for organization change and strategies to address resistance to change, and design of plans to implement and ensure the sustainability of change, as requested."

IV. Section 28D. Office of Central Support Services

Additional resource requirements: $445,700

Table 6
Requirements by component and source of funds (regular budget)

Component	*Resources (thousands of United States dollars)*			*Posts*		
	Initial appropriation 2008-2009	*Change*	*Revised estimate 2008-2009*	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
A. Executive direction and management	2 245.7	—	2 245.7	5	—	5
B. Programme of work						
1. Information and communication technology services	70 449.9	—	70 449.9	135	—	135
2. Other support services	163 604.5	445.7	164 050.2	316	—	316
Total	**236 300.1**	**445.7**	**236 745.8**	**456**	**—**	**456**

Table 7
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
Posts	89 207.4	—	89 207.4
Other staff costs	3 497.0	—	3 497.0
Consultants and experts	298.3	—	298.3
Travel of staff	683.7	—	683.7
Contractual services	24 087.3	—	24 087.3
General operating expenses	110 377.1	375.0	110 752.1
Hospitality	10.1	—	10.1
Supplies and materials	3 228.9	—	3 228.9
Furniture and equipment	4 910.3	70.7	4 981.0
Total	**236 300.1**	**445.7**	**236 745.8**

Other support services

47. Ten new posts are requested under section 28A, Office of the Under-Secretary-General for Management, for the proposed new Division for Accountability and Results Management. The additional resource requirements indicated in tables 6 and 7 above relate to central support services to be provided under section 28D, Office of Central Support services, in respect of the 10 new posts to be located in the Office of the Under-Secretary-General for Management in New York, as explained in the following paragraphs.

General operating expenses

48. The amount of $375,000 provides for (a) the one-time requirement for minor alteration and adaptation of office accommodation ($210,000); and (b) the rental of office space to accommodate the 10 new posts ($165,000).

Furniture and equipment

49. The requirement of $70,700 relates to the one-time cost of the acquisition of office furniture and fixtures for the 10 new posts mentioned above.

V. Section 29. Internal oversight

50. As recommended by the Advisory Committee on Administrative and Budgetary Questions in its first report on the proposed programme budget for the biennium 2008-2009 (A/62/7 and Corr.1), endorsed by the General Assembly in its resolution 62/236, the transfer from OIOS to the Office of the Under-Secretary-General for Management of functions related to monitoring, including the preparation of the programme performance report, would be accompanied by the transfer of related resources. In that connection, the transfer of one P-4 post and one General Service (Principal level) post is proposed from section 29 to section 28A. Furthermore, the self-evaluation activities and the outputs listed in the proposed programme budget of OIOS (A/62/6 (Sect. 29), annex) are also proposed for transfer to section 28A.

Table 8
Requirements by component and source of funds (regular budget)

	Resources (thousands of United States dollars)			*Posts*		
Component	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
A. Executive direction and management	2 219.9	—	2 219.9	7	—	7
B. Programme of work						
1. Internal audit	14 100.3	—	14 100.3	48	—	48
2. Inspection and evaluation	7 650.2	(392.7)	7 257.3	16	(2)	14
3. Investigations	9 786.6	—	9 786.6	35	—	35
C. Programme support	2 237.7	—	2 237.7	8	—	8
Total	**35 997.7**	**(392.7)**	**35 605.0**	**114**	**(2)**	**112**

Table 9
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

	Resources		
Object of expenditure	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
Posts	28 167.9	(392.7)	27 775.2
Other staff costs	1 899.1	—	1 899.1
Consultants and experts	2 022.1	—	2 022.1
Travel of staff	2 280.1	—	2 280.1
Contractual services	202.3	—	202.3
General operating expenses	693.0	—	693.0
Hospitality	2.0	—	2.0
Supplies and materials	222.8	—	222.8
Furniture and equipment	499.5	—	499.5
Grants and contributions	8.9	—	8.9
Total	**35 997.7**	**(392.7)**	**35 605.0**

Table 10
Change in post requirements

Category	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
Professional and above			
USG	1	—	1
D-2	2	—	2
D-1	5	—	5
P-5	13	—	13
P-4/3	49	(1)	48
P-2/1	11	—	11
Subtotal	**81**	**(1)**	**80**
General Service			
Principal level	9	(1)	8
Other level	23	—	23
Subtotal	**32**	**(1)**	**31**
Other			
Local level	1	—	1
Subtotal	**1**	**—**	**1**
Total	**114**	**(2)**	**112**

VI. Section 35. Staff assessment

Additional resource requirements: $326,100

Table 11
Additional resource requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*Initial appropriation 2008-2009*	*Change*	*Revised estimate 2008-2009*
Other	461 366.0	326.1	461 692.1
Total	**461 366.0**	**326.1**	**461 692.1**

51. Additional resource requirements of $326,100 would provide for staff assessment resulting from the proposed post changes contained in the present report. This provision would be offset by an equivalent amount under Income section 1, Income from staff assessment.

VII. Actions required of the General Assembly

52. **The overall resource requirements arising under the programme budget as a result of the implementation of the proposals contained in the report on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701) are estimated at $3,008,600 for the biennium 2008-2009.**

53. **The General Assembly is requested to:**

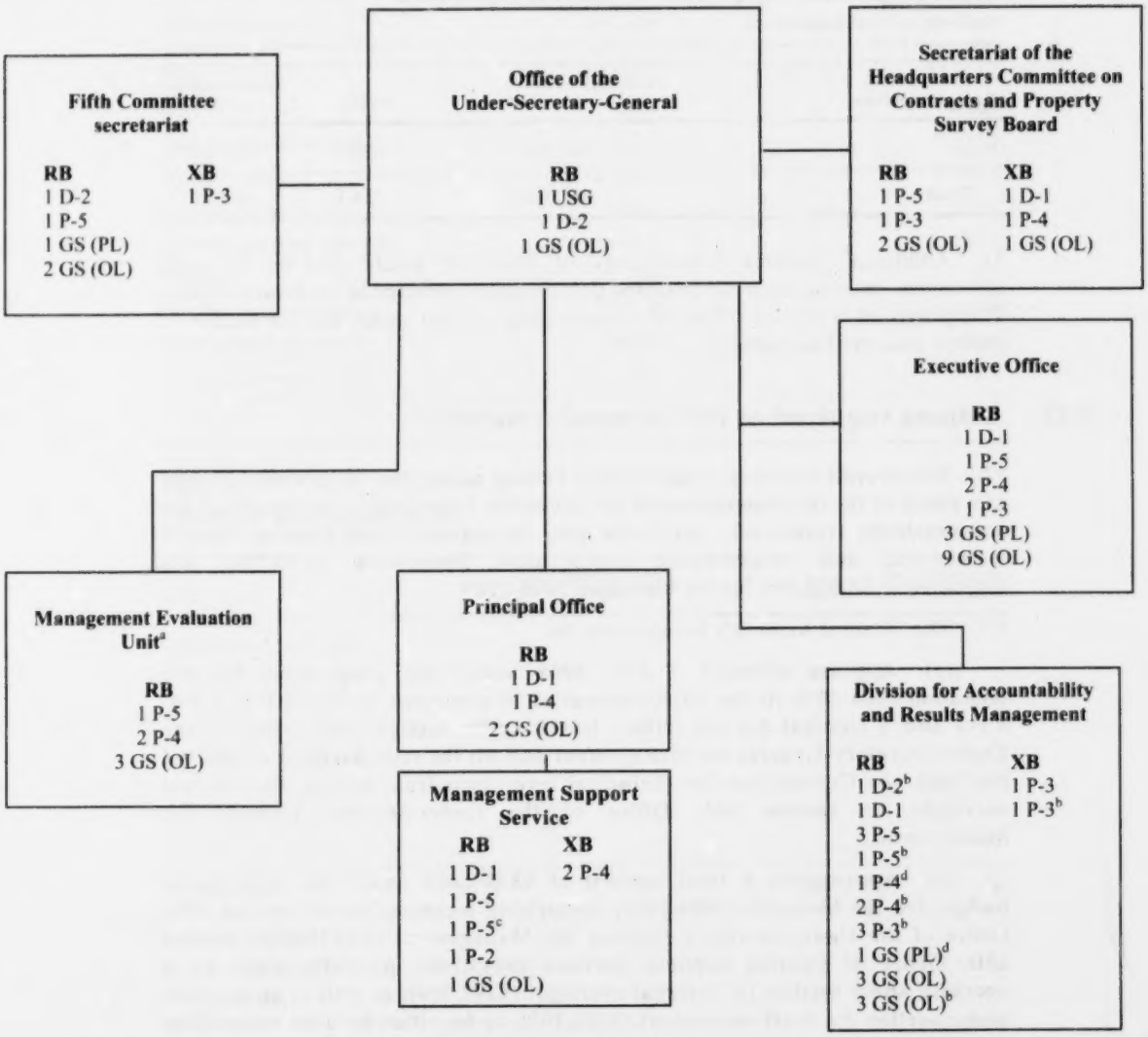
(a) **Approve effective 1 July 2008 under the programme for the biennium 2008-2009 (i) the establishment of 10 new posts (1 D-2, 1 P-5, 2 P-4, 3 P-3 and 3 General Service (Other level)) under section 28A, Office of the Under-Secretary-General for Management and (ii) the redeployment of one P-4 post and one General Service (Principal level) post from section 29, Internal oversight, to section 28A, Office of the Under-Secretary-General for Management;**

(b) **Appropriate a total amount of $3,008,600 under the programme budget for the biennium 2008-2009, comprising increases under section 28A, Office of the Under-Secretary-General for Management ($2,629,500); section 28D, Office of Central Support Services ($445,700), partially offset by a decrease under section 29, Internal oversight ($392,700); as well as an increase under section 35, Staff assessment ($326,100), to be offset by a corresponding amount under Income section 1, income from staff assessment;**

(c) **Approve the proposed modifications to the programme narratives and outputs to the programme of work of section 28A, Office of the Under-Secretary-General for Management, of the programme budget for the biennium 2008-2009, as outlined in paragraph 46 above.**

Annex I

Organizational structure and post distribution of the Office of the Under-Secretary-General for Management for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level; OL, Other level.

[a] As approved by the General Assembly in its resolution 62/228 (para. 52).

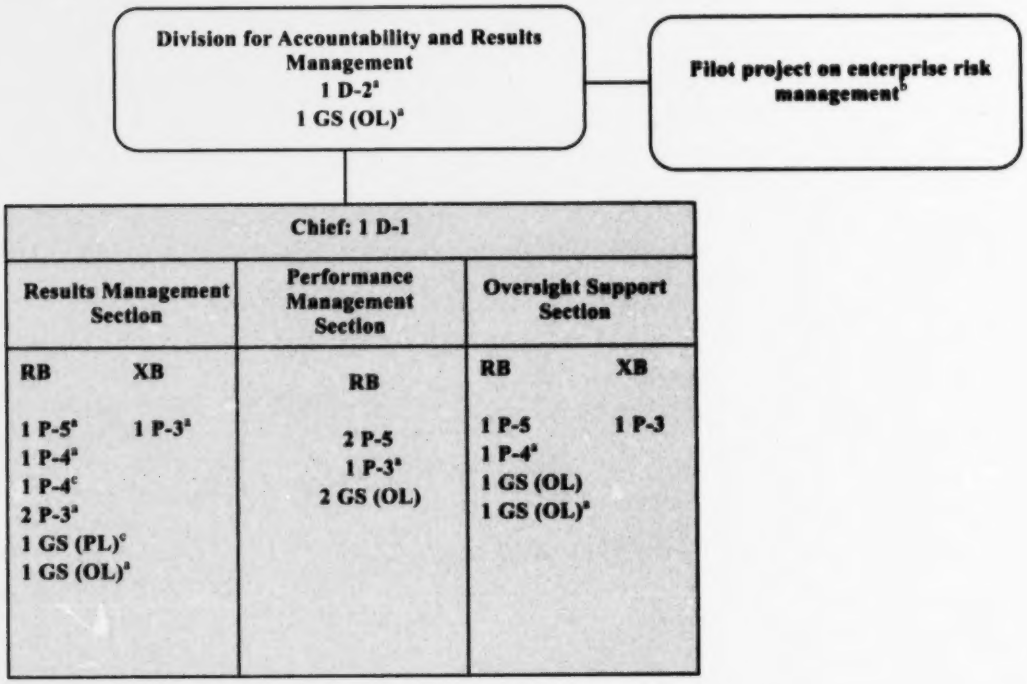
[b] New posts.

[c] Post redeployed.

[d] Post transferred from the Office of Internal Oversight Services.

Annex II

Organizational structure and post distribution of the Division for Accountability and Results Management



[a] New posts.

[b] To be funded through general temporary assistance equivalent to 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level) for 18 months.

[c] Post transferred from the Office of Internal Oversight Services.